



IV: Economic Development

With the hiring of its first department director in 2007 and the creation of a volunteer advisory committee in 2008 to support the Township's efforts, economic development in Liberty Township has become a higher priority. The Township recognizes its strategic location along I-75 – in the center of I-75 Growth Corridor – has the potential to bring unique commercial development opportunities to help balance the primarily residential community. To aid in creating an environment prime for development opportunities, Liberty Township collaborated with Butler County and West Chester Township to open the Liberty Way Interchange in 2009. The full-service interchange off I-75 at Ohio 129 opened up 600 undeveloped acres for commercial development in the area, primarily in Liberty Township with some acreage in West Chester Township. At complete build-out in approximately 20 years, it is projected that roughly 10,000 new jobs will be created as a result of the \$42-million locally-funded infrastructure project.

In Liberty Township's 2006 Comprehensive Plan, construction of the Liberty Way Interchange was the primary goal related to economic development. With the Liberty Way Interchange open and acreage surrounding it being marketed for development combined with additional corridors in the community targeted for commercial growth, Liberty Township is poised to be a significant player in the region's future growth and development.

This chapter gives an overview of Liberty Township's business environment and the opportunities that exist to grow the commercial base.



Fig. 20. Aerial photograph of Liberty Way Interchange at the opening in 2009.

4.1 Existing Business Community

In 2013, Liberty Township's business community includes an estimated 250 businesses operating in commercially developed space around the community. This figure does not fully capture the businesses operating out of homes, which is a practice that exists yet is more challenging for the Township to track and monitor. These 250 businesses employ roughly 5,000 workers. The Township's top employers include Lakota Local School District with 11 schools as well as the Lakota Central Office and Cincinnati Children's Liberty Campus.

Top 5 Employers in Liberty Township

Lakota Local School District	922
Cincinnati Children's Liberty Campus	450
The Kroger Co. (2 locations)	390
Butler Tech Career Development <i>Includes seasonal positions</i>	261
Four Bridges Golf & Country Club <i>Includes seasonal positions</i>	250

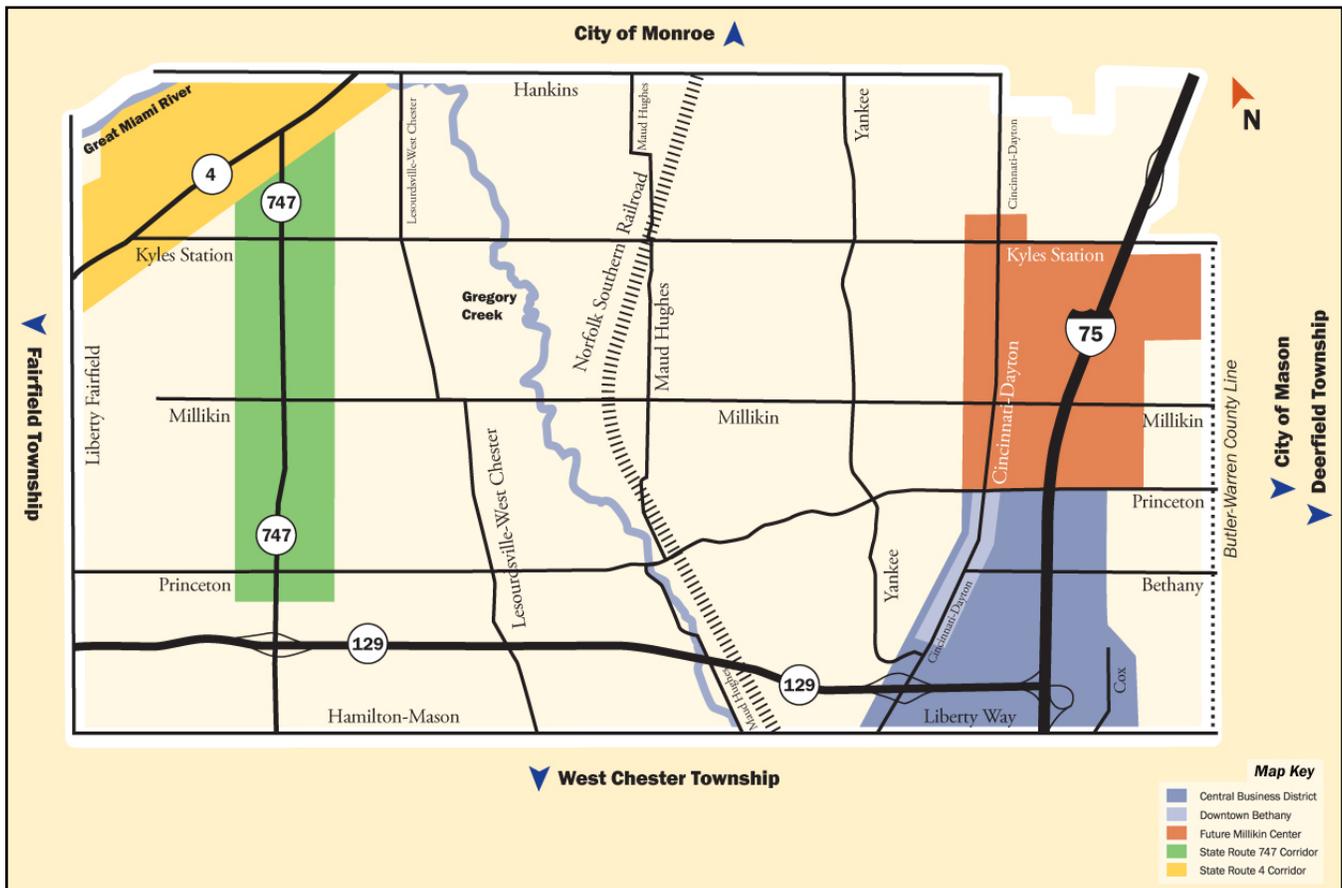


Fig. 21. Map of Commercial Development Corridors

4.1.1 Recent Growth

Previous chapters have shown the recent growth Liberty Township has experienced in terms of population and residential developments. Naturally, increases in population and rooftops translate into business growth too. The community has seen new commercial developments in three primary areas of the Township – in the Central Business District around I-75, along State Route 747 and along State Route 4. The new developments have taken shape over the last few years in the form of office buildings, retail strip centers, medical offices, restaurants as well as the redevelopment of homes that have been turned into businesses. The redevelopment of homes into businesses has

occurred most notably in the Downtown Bethany area.

The map above shows the Township's current commercial development corridors – with a fourth corridor identified as an area planned for future commercial growth, referred to as Future Millikin Center. This area is designated on the Land Use Plan for office and limited industrial development and the Township anticipates a future full interchange off I-75 at Millikin Road to access this acreage.



Section IV: Economic Development

4.1.2 Business Sectors

Businesses in Liberty Township today are primarily serving the residents and a growing number of households in the community. Therefore, many can be classified as community or neighborhood business – this includes the retail and service sector serving the population. These businesses exist in the Central Business District, and are also clustered around the State Route 747 and State Route 4 corridors.

The Township also boasts a high number of medical sector businesses and institutions. This, too, can be attributed in part to the population increase the Township has experienced. The central location of Liberty Township equidistant between Cincinnati and Dayton has also played a part in regional facilities wanting a stronger presence in the suburbs. Simply put, the medical industry is looking to grow their service areas and finding success locating north of Cincinnati and south of Dayton to capture the opportunities that exist with the growing number of rooftops. One of the factors that led Cincinnati Children's to selecting the community for their Liberty Campus was the significant number of patients they were servicing from Butler and Warren Counties. The concentration of medical sector businesses is also most prevalent in the Central Business District along I-75.

Light manufacturing and industrial businesses are present along State Route 4. The Township has targeted the future Millikin Center as an area ripe for this type of industry to locate in the future. It represents development opportunities along I-75 for office, more intense manufacturing and light industrial uses. The Township is investigating the infrastructure needs within the future Millikin Center area.

There is currently a shortage of Class A office space in Liberty Township. However, that could change with the opening of Liberty Center. Phase I calls for

75,000 SF of new Class A office with additional planned and encouraged for future phases. Furthermore, hotel(s) are also a component of the Liberty Center project and also may be seen in future developments. The undeveloped land east of the Liberty Way Interchange is planned for office and business park uses. The Township's vision for Cox Road is to attract high profile medical and office users desiring I-75 visibility and easy access.

4.2 Image and Identity

Since the last comprehensive plan, Liberty Township has focused several efforts around improving and enhancing the community's image and creating a sense of place for residents and businesses. Image and identity efforts in the Township center around educating people about the use of "Liberty Township, Ohio" related to zip codes, encouraging community gathering spots and places for people to connect and creating a sense of place utilizing signage, landscaping and overlay districts to establish a consistent look and feel for the community. This is an area of work that is continually evolving. Enhancing the image and improving the community's name recognition is important to growing the commercial base and attracting new businesses and residents to the Township.

4.2.1 Zip Codes

The image and identity discussion typically begins with the Township's zip code – or lack thereof. Liberty Township has a total of five zip codes (45011, 45044, 45069, 45036 and 45050) all served by different post offices. The community is not served by one primary zip code like is the case in many other cities or large townships. However, we are not alone. Other high-growth areas, particularly townships that were once more rural, face similar challenges. Unfortunately the United States Post Office does not follow city and township borders



when creating zip codes and given the challenges they face with decreased usage and shrinking quantities of mail to be delivered, it's unlikely this situation in Liberty Township will change in the near future. Despite many efforts to lobby for a unique zip code, the fact is the electronic era of email, texting, online bill payments and social media has had an impact on the postal industry. That being said, Liberty Township realizes the confusion and impact this has on the community's identity so it remains a long-term goal for Liberty Township to be serviced by a single, unique postal code.

Today, most residents of Liberty Township have either the 45011 (Hamilton) or 45044 (Middletown) with the railroad near Maud-Hughes Road serving as the dividing line. Residents and businesses west have the 45011 zip code and those east of the railroad have 45044. For the past several years, residents with the 45011 and 45044 zip codes have been permitted to use "Liberty Township, Ohio" as the place name.

There is a pocket of businesses along Liberty Way and Cincinnati-Dayton Road north to State Route 129 that carry the 45069 (West Chester) zip code – this group was just recently permitted to use Liberty Township, Ohio with the 45069 zip code. This was critical to future development expected along Liberty Way, primarily the large-scale Liberty Center mixed-use development proposed for the area. It's important to the Township's image and identity for the new businesses opening within Liberty Center to utilize Liberty Township, Ohio 45069 as their mailing address.

A very small pocket of residents located in the northeast quadrant of Liberty Township have been assigned the 45036 (Lebanon) zip code. Another small pocket of residents have 45050 (Monroe) as their zip code. At this time, these residents need to continue using the "default" city name that matches their zip code.

The positive news related to zip codes in Liberty Township is that if you reside or if your business is located in the 45011, 45044 or 45069, you may use "Liberty Township, Ohio" with your designated zip code as your mailing address. This has been approved by the United States Post Office and mail will be received using Liberty Township as the city name. Mail will also be received if the "default city" of Hamilton (45011), Middletown (45044) or West Chester (45069) is used with the approved zip code. In recent years, the United States Post Office has added these addresses to their database as "Liberty Township." Hopefully, being added to the database will translate to internet searches of most Liberty Township addresses being identified with the place name of "Liberty Township, Ohio". While both options work, the Township encourages its residents and businesses to utilize Liberty Township, Ohio and the approved zip code to show pride for the community and help with the identity challenges that exist related to postal codes.

4.2.2 Community Gathering Spots

It has been acknowledged that Liberty Township lacks an identified downtown or gathering area. This was referenced in the previous comprehensive plan, but has also been on the radar of those responsible for land use planning at the Township. Focused efforts to create spaces for community gathering are detailed in the paragraphs below.

Downtown Bethany has been historically considered the "downtown" of Liberty Township, but saw a gradual decline over the years as properties were not maintained, as homes began turning into businesses and as commerce began concentrating further south of Downtown Bethany at SR 129 at I-75 due to more attractive greenfield sites and easier access to the highway system. The result is a mixed area of single and two family homes with scattered commercial properties of various types. One element that has remained consistent is the concentration of



Section IV: Economic Development

social/community institutions with Bethany United Methodist Church, Lakota East High School and Freshman School and Wellspring Community Church. This suggests that with a vision and some business interest, the area can return to a vibrant community hub. To that end, in 2010 the Township adopted a Downtown Bethany Vision Plan which outlines achievable goals for the revitalization of Downtown Bethany into a thriving, community-oriented gathering spot. Recognizing it will take time for the plan to come to fruition, progress has begun with a handful of new businesses locating in Downtown Bethany. The revitalization of Downtown Bethany will give the community local flavor and a local connection point with easy walkability, structures closer to the street and a parking network behind the buildings. Liberty Township continues to encourage development in Downtown Bethany and the Vision Plan is a great resource to illustrate the vision for the area as a community-oriented gathering spot. More information about Downtown Bethany is outlined in the Downtown Bethany Vision Plan.

The Liberty Center mixed-use development along Liberty Way is expected to fill this void as well. Liberty Center is positioned to become a regional gathering point for the community. With Phase I projected to bring 1.1 million square feet of leasable retail, entertainment, residential, office, restaurants and pocket parks, the development is destined to become a popular community and regional destination. Liberty Center has plans to bring community events and programming to their parks and common spaces further demonstrating how it will naturally become a significant gathering space for the residents of Liberty Township and neighboring communities, as well as the region.

Other opportunities exist in the Township for local gathering spots. Along SR 747, the Maustown area has the potential to become a local connection point on the west side of the community – particularly as the Carriage Hill development progresses. With a

commercial element and large pockets of open space planned for the Carriage Hill community, it's worthwhile to explore how these pieces fit together and where opportunities exist to encourage more connectivity along SR 747. As the Township continues to explore the Future Millikin Center and a new interchange off I-75, opportunities exist to encourage more commercial development and connectivity in the northeast quadrant of the Township too. In addition, the Liberty Township Parks and Recreation Master Plan (adopted in 2010) identifies areas around the community where future park and rec opportunities may exist. Growing the Township's access to recreation activities and park land contributes to the overall positive climate of community and encourages connectivity amongst its members. Fort Liberty Playland park, along with other Township parks serve as gathering spots for residents.

Establishing community nodes or gathering spots takes time and vision. Liberty Township has made significant strides in the last several years to establish a vision for Downtown Bethany and hold true to the community's vision for a large-scale, mixed-use development along Liberty Way. The opening of Liberty Center will be a point of celebration for the community in establishing a central gathering space for residents, businesses and visitors to the area as it will represent seeing a vision Liberty Township established in the previous comprehensive plan (adopted in 2006) come to fruition.

4.2.3 A Sense of Place

Image and identity is ultimately about creating a sense of place for residents and businesses. It's important for people living and working in a community to feel pride in their environment – people want to feel safe, they want to feel there are opportunities for growth whether that be personal or professional, they want to feel they made a great



decision in choosing to live here, work here or open their business here.

In the last five years, a new logo/brand mark for Liberty Township has been established. A tagline was created to reflect the brand of Liberty Township. The tagline references the natural beauty and the rural component of the community as well as acknowledges the future development opportunities along I-75. It is meant to show respect and admiration for the past and rural character of the community while recognizing the careful and thoughtful approach to planning for future development in Liberty Township.



Fig. 22. Gateway signage at SR 129 and Cincinnati-Dayton Road.

The Township has also installed gateway signage and landscaping at four significant entry points to the community. The gateway signage is located at the Cincinnati-Dayton Road and State Route 747 exit ramps at State Route 129. In addition, new park signs have been installed, and signage at the community's borders was added to help to welcome people to Liberty Township and identify the Township's boundaries. Hamilton-Mason Road was renamed to Liberty Way in 2009 and decorative vandal screening with the new road name "Liberty Way" was installed as part of the interchange opening. This was done to help brand the



Embraced by nature. ♦ Inspired by progress.

Fig. 23. Township Logo

interchange and the Township's central business district.

It's also worthwhile to note Cincinnati Children's Liberty Campus and their signage along I-75 has helped identify the Township's location. The additional development coming to their campus should only strengthen this message. In addition, the mixed use development along Liberty Way will be named Liberty Center. As that development becomes a reality over the next few years, it will help identify the Township's location along I-75. These two projects alone should significantly improve the name recognition of the community and surely many more people will be exposed to Liberty Township because of the Liberty Campus of Children's and Liberty Center over the next few years.

The overlay districts in place in the Township's Central Business District also contribute to creating a "look and feel" for the community. The proactive work of establishing overlay districts was done as a result of the previous comprehensive planning process which identified improving image and identity as a community priority. The overlay districts set forth architectural standards, building design and material standards, and signage, landscaping and lighting standards. All these factors play an important part in any business environment. Creating standards and common guidelines for materials, architecture, lighting, landscaping, and signage helps to establish a visual look for a certain area and an emotional feeling. A single business or a multi-tenant retail building is about much more than the business itself. The aesthetics play an important



Section IV: Economic Development

role. Liberty Township's overlay districts encourage this idea of a branded, well-planned community where people begin to "feel" they are in the Township due to the architectural style, consistent lighting, and signage standards that subtly reinforce the community's brand and sense of place.

The signage, entryway enhancements and overlay districts are all steps to help create a sense of place, encourage community pride and educate visitors on the location of our community. New businesses and development in the Township will further enhance these efforts. The hope is some of this work has already moved the needle in creating a stronger name recognition and "look and feel" for the community.

4.3 Key Community Attributes

As Liberty Township continues its efforts to grow the commercial tax base, it is important to understand the community's key attributes. Fortunately, the community and larger region have strong attributes to sell and thousands of businesses have found success in the Cincinnati-Dayton Metroplex. Liberty Township's strong demographics were highlighted in a previous chapter. The population growth and average household income are strong selling points to businesses considering the area. In addition, the Township has available land and greenfield sites, a strong workforce, educational assets and excellent accessibility to regional and national markets. These attributes added to low crime and desirable housing has contributed to Liberty Township maintaining a strong showing in *Cincy Magazine's Ranking the Burbs* edition.

4.3.1 Available Land

Approximately 18% of the Township is planned for commercial development, of which only 3% is developed commercially today. Capturing future commercial growth is most important for the

community's growth. The remaining 15% of the Township's gross land area is planned for commercial development and currently undeveloped. Much of this available land planned for commercial growth lacks utilities, access or both. The Land Use Plan is the best resource for viewing where these opportunities exist (Map 13 in Chapter 9 Land Use).

Site readiness is a challenging piece of economic development in Liberty Township. In several areas, infrastructure is lacking therefore making those sites less "ready" and in turn, less desirable for businesses considering a move to the community. For example, the area around Future Millikin Center appears easily accessible to I-75, however until the Millikin Interchange is built, the access is more difficult. Furthermore, this entire area does not currently have sewer or gas infrastructure in place. Another similar area is Maustown along SR 747 between Millikin and Kyles Station roads. Maustown currently lacks sewer infrastructure.

Also, much of the land planned for commercial development is not currently zoned properly for commercial development. Until the land is zoned for a commercial use, it is in jeopardy of developing in a less desirable, non-commercial way. This is a concern when the Township's land use planning efforts have identified a maximum of 18% of land to be commercially developed. This underscores the need to ensure the land planned for commercial uses is developed according to the Land Use Plan. It's also why the Township must focus its efforts on bringing the highest quality, most sustainable developments to the community in order to maximize their impact. Simply put, Liberty Township has a rather small percentage of total ground to work with when it comes to commercial development therefore the vision of development with high aesthetic quality must be the focus. This translates into encouraging and choosing to pursue development opportunities that match the Township's vision over developments that don't meet the vision and quality standards of the



community. It also emphasizes the need to begin dialogue with property owners concerning how their property fits into the Land Use Plan today, even though the land continues to be used by the current property owner in a non-commercial way for several more years. The important point is to protect the land for future development and get the commercial zoning in place. This is critical to the Township's future economic development efforts and the fiscal sustainability of the community.

4.3.2 Strong Workforce & Educational Assets

The Cincinnati-Dayton 19-county metropolitan area – when counted as one – is home to more than 3 million people, making it the 15th largest in the nation. Of this 3 million, it's estimated the combined area boasts a workforce of approximately 2 million. This means Liberty Township, at the center of this combined metro area, has access to a large talent pool.

These numbers are impressive but equally so are the number of Fortune 500 and 1000 companies represented in the region. The Cincinnati-Dayton metroplex has a proven track record for large and small businesses.

- 10 Fortune 500 company headquarters
- 18 Fortune 1000 company headquarters
- More than 400 of the Fortune 500 companies have a presence in the region
- 550+ foreign-owned firms employ more than 65,000 people

Another piece of the workforce equation is the access to education. Southwest Ohio offers diverse educational opportunities. According to the Cincinnati USA Regional Chamber, there are more than 300 colleges with a student population of over 1.2 million within 200 miles – including about 50 colleges, universities and professional schools in the Cincinnati-Dayton region. More than 100,000

graduates from these 300 colleges join the regional workforce each year. The area's access to colleges, universities and vocational schools helps create a diversified labor force, offering businesses a good source of skilled and qualified workers and opportunities for advanced training. The strength of Lakota Schools, Butler Tech, and other area schools also contribute to the attractiveness of the Township as a place to live and operate a business.

The numbers above demonstrate the strength of the region's workforce, educational access and current business environment. These are important positive factors in Liberty Township's quest to attract sustainable, high quality commercial development to the community's designated growth corridors.

4.3.3 Excellent Accessibility

The I-75 Growth Corridor and Liberty Township in particular, boast an excellent transportation and infrastructure network of international highways and major state routes. Access to two major Class 1 and several short-line railroads gives the regional alternatives when it comes to moving goods.

The Township straddles I-75 almost halfway between Cincinnati and Dayton. Rounding out the other major roadway connections within Liberty Township is the Butler Regional Highway (State Route 129) that connects I-75 to the City of Hamilton and State Route 4 that connects the cities of Hamilton and Middletown. To the south, I-275 provides access to I-71 and I-74 as well as to communities around Cincinnati and Northern Kentucky. To the north, I-675 connects the southern part of Dayton and I-70 providing easy access to the Dayton, Columbus and Indianapolis markets.

Liberty Township's location between the two large metros of Cincinnati and Dayton is an important factor in growing the business base. To that end, it's advantageous that the community is easily served by

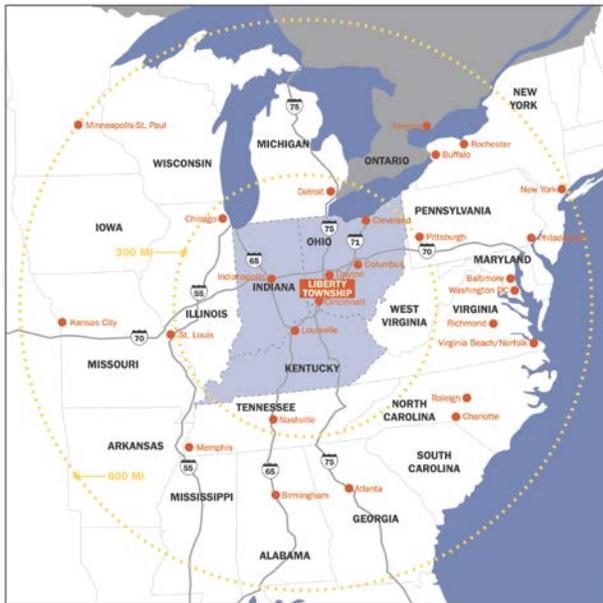


Fig. 24. Vast interstate connections provide Liberty Township businesses the ability to connect easily and efficiently with about 60% of the North American market in one day's drive.

international and regional airports. Liberty Township is 35 miles to the Cincinnati/Northern Kentucky International Airport (CVG) and 40 miles to the Dayton International Airport (DAY). The Township is located within 30 miles of four regional airports: Butler County Regional Airport/Hogan Field (KHA), Miami University Airport (KOXD), Middletown Regional Airport/Hook Field (MWO), and Warren County Airport (I68).

In addition, Cincinnati is on the Ohio River which provides excellent access to waterways for waterborne commerce. Port Cincinnati is the fifth-largest inland port, and 13.4 million tons pass through on the Ohio River each year.

In summary, the following bullet points are how the Cincinnati USA Regional Chamber markets the region's excellent accessibility:

- Cincinnati is within 600 miles of 43 percent of the nation's population and 44 percent of manufacturing establishments
- Cincinnati is a 90-minute flight to half of the U.S. population, half of manufacturing establishments, and to two-thirds of major U.S. markets.
- Cincinnati is a one-day drive or less to 20 major metro markets.

4.4 Economic Development Goals and Objectives

The following Goals and Objectives related to growth and development were prepared by the Economic Development Committee and Vision Plan Steering Committee and presented for comment at a public open house. These goals and objectives are not listed in any particular order of priority.

Goal #1: Promote a new interchange along I-75 near Millikin Road.

Objective: Encourage the rezoning of property in the vicinity of the proposed Millikin Interchange to commercial zoning to make way for the future roadway and development.

Task: Work with property owners of land near the proposed Millikin Interchange to share the long-term vision for the Township and encourage open dialogue about their future plans.

Task: Township shall consider initiating re-zoning with support of interested property owners and utilize the 95 acre Duke Energy Site Readiness program site as a catalyst.

Task: Market the available land to larger Fortune 500 and 100 firms.

Task: Utilize the 95 acre Duke Energy Site Readiness program site as a catalyst to spark interest in the



Future Millikin Corridor and proactively seek a developer/investor with a vision for the property consistent with the Land Use Plan.

Objective: Coordinate master planning efforts with FHWA, ODOT, OKI, BCEO, adjacent Warren County communities and other similar organizations in order to regionally align interests and priorities.

Task: Initiate the planning process between local governmental entities and begin to outline steps involved with bringing a new Millikin Interchange to Liberty Township.

Task: Work with Butler County Water & Sewer to get adequate water and sewer infrastructure in place to support development.

Task: Begin preparing the environmental, preliminary engineering, traffic studies, etc. to kick-start the major infrastructure project.

Task: Review changing the name of Millikin Road to help market Liberty Township along I-75.

Objective: Identify funding sources for a new interchange at Millikin Road, including developer/land owner participation.

Task: Study the use of Tax Increment Financing (TIF) and Joint Economic Development Districts (JEDD) to help fund infrastructure.

Task: Identify other funding sources including New Community Authority, assessments, public-private partnerships, etc.

Task: Work in collaboration with Butler County Engineer's Office/TID to evaluate project costs, scope and funding opportunities.

Task: Analyze the use of public / private partnerships.

Objective: Encourage the development of Cox Road north to State Route 63 in order to provide an alternative north-south roadway to relieve traffic from I-75.

Task: Market the commercial development opportunities that exist with vacant land. This is particularly important because the extension of Cox Road will be developer driven and each section developed as commercial growth occurs.

Task: Encourage the rezoning of property consistent with the Land Use Plan.

Task: Encourage and connect property owners interested in dedicating right-of-way for future Cox Road to the appropriate developer groups as development progresses

Task: Work with Butler County to provide water/sewer service to land along future Cox Road.

Objective: Identify development opportunities for the 95 acres at 5830 Cincinnati-Dayton Road.

Task: Encourage the rezoning of the 95 acres to a commercial zoning designation in order to protect the land for future commercial development.

Task: Utilize this property as a catalyst to spark interest in the Future Millikin Corridor and proactively seek a developer/investor with a vision for the property consistent with the Land Use Plan.

Goal #2: Create an identified downtown and/or gathering areas for the community.

Objective: Continue to pursue the proposed Steiner + Associates Liberty Center development at Liberty Way and SR 129 and market it as a regional "town center".



- Task: Evaluate identifying a committee to help market the regional town center concept and rally the Central Business District about the benefits of having a town center in the community.
- Task: Convey the message to residents and local businesses that the proposed Liberty Center represents the catalyst for economic development in Liberty Township.
- Task: Market the “town center” concept to existing central business district (CBD) businesses and look for opportunities to showcase what they bring to the CBD in order to complement the mix of tenants Steiner + Associates will seek – opportunities for all businesses to increase profile with added exposure.
- Objective: Promote Downtown Bethany and its redevelopment as a local community gathering area for residents of Liberty Township.
 - Task: Continue to use the Downtown Bethany Master Plan to market and encourage development.
 - Task: Establish and develop community gathering spaces as defined within plan.
 - Task: Evaluate and update Downtown Bethany plan every five years.
 - Task: Review zoning code and update as needed. Consider the use of a form-based zoning code.
- Objective: Identify and promote a small town center type of development at Carriage Hill along the SR 747 Corridor.
 - Task: Build upon Homearama 2013 and 2014 to market and promote the town center concept within Carriage Hill and the quality of life assets of

- the greater Liberty Township community.
- Task: Encourage community facilities/services that may help attract support for town center.
- Task: Market the “Carriage Hill town center” concept to existing businesses in order to create a groundswell of support for the unique residential project that has the potential to increase traffic to and increase the profile of all existing Liberty Township businesses in the 747 Corridor.
- Objective: Encourage community-oriented events, holiday-themed activities and the like at the proposed community gathering spots in Objectives 1-3.
 - Task: Engage the Liberty Township events volunteers to create programming at the town centers and community gathering spots.
 - Task: Identify ways to increase financial and in-kind support from local businesses for community-oriented events.
 - Task: Continue to utilize the West Chester/Liberty Community Foundation to allow local businesses to support community-oriented events at the public gathering spots identified.
- Goal #3: Reinforce the Liberty Township brand and the community’s strengths in order to build community pride for Township businesses and residents.**
 - Objective: Leverage the Liberty Way Interchange proposed developments to improve our identity regionally and take the branding of Liberty Township to the next level.
 - Task: Encourage the word “Liberty” be used in the name of proposed



- developments of regional importance (ie: Children's Hospital Liberty Campus, Liberty Center).
- Task: Develop plans for entry node landscaping enhancements and improvements at I-75 & Liberty Way and Cin-Day & Liberty Way.
- Task: Continue to make landscaping gateway improvements at Cin-Day / SR 747 @ SR 129.
- Objective: Continue to work with the Post Office to address the zip code confusion in Liberty Township and provide better access to post office services in the community.
- Task: Consolidate the number of zip codes and increase the usability of Liberty Township as city name when using zip codes.
- Task: Specifically target Liberty Township businesses to use Liberty Township, OH with pride as opposed to identifying themselves with the zip code defaults of Hamilton, Middletown and West Chester.
- Task: Encourage the use and adoption of Liberty Township, OH by all businesses (includes Liberty Center) & residents within the 45069 zip code.
- Objective: Maximize community branding wherever and whenever possible.
- Task: Develop plans for additional landscaping, signage, entry node enhancements, etc. to continue to implement community branding throughout the Township.
- Task: Utilize parks and public gathering spaces to communicate branding.
- Task: Get Liberty Township name on water towers in the Township.
- Task: Work with Visitor's Bureau to increase directional signage to Liberty Township attractions.

- Task: Work with ODOT to get Liberty Township name on all Interstates at borders and exit ramps (small green signs) along I-75 and SR 129.
- Task: Identify funding strategies to implement community branding like ODOT's gateway enhancement funds and OKI's transportation enhancement funds.
- Task: Investigate the option of using social media to increase the Township's identity and communicate its attributes.

- Objective: Work with West Chester Township on interchange landscaping at Liberty Way.
- Task: Explore public-private partnership between Townships, developers and businesses to designate funds for Liberty Way beautification.

- Objective: Enhance community branding through architectural standards and high aesthetic character
- Task: Continue to adhere to the overlay districts developed for the Central Business District, Downtown Bethany, etc.
- Task: Create a plan and development standards which promote the re-development of Maustown.
- Task: Maintain the rural character of the community by implementing different standards as it relates to setbacks and development between the Central Business District and SR 747.
- Task: Build on the momentum of Carriage Hill being named the host for Homearama 2013 and 2014 and promote Liberty Township as a great community in Greater Cincinnati for residents and businesses and market the area's



quality of life assets, aesthetic character, history and location.

Objective: Be cognizant of the factors that go into community rankings like the Cincy Magazine “Ranking the Burbs” and encourage addressing and supporting the quality of life factors that are important to attracting businesses and residents to the area in order to increase Liberty Township’s scores on these rankings.

Task: Continue to address safety issues as they arise and promote Liberty Township as a safe community with low crime rates.

Task: Continue to support the Lakota Local School District and help connect residents and businesses to appropriate school personnel to get the facts related to school issues (state funding formula, upcoming levies, etc).

Task: Continue to support well-planned neighborhood development, the use of green space, sidewalks and trails within neighborhoods in order to maintain the level of quality currently in Liberty Township’s housing stock and neighborhoods.

Task: Continue to realize the role property taxes have on the community and home selection process and continue to educate residents and businesses on the current tax structure and the need for commercial development in the community to help off-set residential tax burden.

Goal #4: Market the four commercial development corridors and the special attributes of each corridor.

Objective: Utilize the Vision Plan process to re-examine the land use classifications in each

corridor and determine best land use moving forward.

Task: Form a committee to review the Zoning Code to revisit overlay districts, use classifications, and zoning policies in commercial development corridors.

Task: Evaluate updates to the Zoning Code to reduce and/or remove buffer requirements for new commercial development proposed adjacent to existing residential that is planned for future commercial development.

Task: Create a series of four marketing one-pagers to illustrate the corridors and their attributes as well as the businesses currently operating in the area.

Objective: Market the Central Business District (Cincinnati-Dayton Road, I-75, Liberty Way and Cox Road) as a prime location for a Fortune 500 or 100 Headquarters operation.

Task: Develop Class A Office space at Liberty Way, both on west and east sides of the Interchange.

Task: Attract a Fortune 500 or 100 Headquarters operation to Liberty Township.

Task: Create an amenity rich district inclusive of a mixed use town center to support the needs of a Fortune 500/100 operation.

Task: Encourage the development of Cox Road to the north in order to open up additional acreage for commercial growth in this corridor.

Task: Adhere to high aesthetic character and architectural guidelines in the CBD.

Task: Promote high quality housing throughout the community to attract corporate headquarters.



Task: Get infrastructure and zoning in place to support the planned commercial development.

Objective: Identify a sustainable mixture of uses for the State Route 747 Corridor (SR 747 from SR 129 to Route 4) and market the corridor accordingly.

Task: Formulate a development plan for Maustown along SR 747 similar to what was created for Downtown Bethany.

Task: Support and encourage the development of the master-planned community Carriage Hill.

Task: Support the SR 747 widening.

Task: Consult with property owners and potential developers regarding the redevelopment of large properties in the corridor.

Task: Promote planned mixed-use and commercial development for the remaining commercial property as designated on the Land Use Plan.

Task: Get infrastructure and zoning in place to support the planned commercial development.

Objective: Market the State Route 4 Corridor as a destination for a mixture of light industrial, manufacturing, service, and retail businesses.

Task: Encourage the rezoning of property consistent with the Land Use Plan.

Task: –Work with property owners and potential developers regarding the redevelopment of mobile home communities and Elks Golf Course.

Task: Market vacant and available property.

Task: Get infrastructure and zoning in place to support the planned commercial development.

Objective: Market the Future Millikin Center (Cincinnati-Dayton Road from Princeton north to Kyles Station) as a future

commercial development corridor for office/limited industrial.

Task: Encourage the development of Cox Road to the north in order to open up additional acreage for commercial growth in this corridor.

Task: Work with property owners and encourage rezoning property consistent with the Land Use Plan.

Task: Explore routes for infrastructure/utility improvements.

Task: Make the Millikin Road Interchange the highest priority for Future Millikin Center to open up the land for commercial development.

Task: Get infrastructure and zoning in place to support the planned commercial development.

Task: Create a vision plan to market and illustrate the vision for Millikin Center.

Goal #5: Develop, plan and encourage sufficient commercial, industrial, research park, retail, service and office development in Liberty Township to help offset the tax base and increase employment opportunity in the Township.

Objective: Expand the amount of commercially-zoned land in Liberty Township to provide more development ready options for businesses looking to locate here.

Task: Work with property owners and encourage rezoning of property consistent with the Land Use Plan.

Task: Market available land identified for future commercial development.

Task: Be sensitive to adjacent residential uses by providing proper buffer and transition type uses that create a separation and/ or less intense use between proposed commercial or



- high intensity residential and existing residential uses.
- Objective: Be proactive in providing infrastructure to support, attract and expand business.
- Task: Work with county and regional entities to identify commercial site “readiness” with regard to infrastructure in order to develop plans and/or prioritize projects accordingly (ie: Duke Energy Site Readiness program, routine communication with Butler County Water & Sewer, etc).
- Task: Promote sustainable development within the JEDD and consider expansion of the JEDD boundaries or the creation of additional JEDD district(s) in order to create funding for infrastructure to spur additional economic development.
- Task: Proactively encourage the Millikin Interchange project – this is the highest priority infrastructure project for economic development in order to improve access to properties along I-75.
- Task: Proactively encourage the Cox Road north extension which is important to developing the east side of the Liberty Way Interchange in the short-term and will be critical to gaining consensus approval necessary for the Millikin Road Interchange project in the long-term.
- Objective: Educate residents on the need for commercial development to help support taxes and other community costs.
- Task: Work with property owners of land planned for commercial development to share the long-term vision for the Township and encourage open dialogue about their future plans.
- Task: Complete the cost of community services analysis and use as a tool to evaluate the fiscal impact of proposed developments on community services and educate residents on their potential impact.
- Task: Utilize the Township website and evaluate the use of social media to make information available to the public regarding cost of community services and the impacts of development on these costs.
- Objective: Maximize the long-term vision of high-quality development (natural building materials, modest signage, increased landscaping, etc.).
- Task: Analyze the long-term fiscal impact of residential and commercial development being proposed to better understand the direct and indirect effects on the Township’s overall cost of community services to support these proposed development.
- Task: Review the Zoning Code to ensure the Township’s vision of high aesthetic character is encouraged and achieved.
- Task: Encourage sustainable development throughout the Township recognizing many areas are a “blank slate” and we have one chance to “do it right.”
- Objective: Promote and encourage high quality residential development, trails/bike paths connectivity, parks and rec development and the like recognizing that strong quality of life assets help communities attract sustainable economic development.
- Task: Identify more specifically the quality of life assets sought by businesses and explore what kind of economic impact these assets can have.



Task: Look for ways to quantify what good connectivity does for a community from an economic development perspective – economic benefit to having good trail system, parks, etc.

Task: Identify if cost of community services study can evaluate the long-term sustainability of the community by evaluating property values, etc.

Goal #6: To ensure that this chapter remains current with the fast-changing development landscape, in two years (2016 – 2017) the Economic Development Committee will review and update this chapter as necessary